



# HORSESHOE<sup>®</sup>

CASINO • CLEVELAND



## Community Benefit Forum

**Jeff Cohen**

Principal, Rock Gaming LLC  
Vice Chairman, Cleveland Cavaliers  
August 3, 2012



1990

1996

2006

2008

2009







- Opening in May 2012
- Gaming
  - 2,100 Slots
  - 63 Table Games
  - Poker Room (30 Tables)
  - High Limits Area
- Food & Beverage
  - Buffet
  - Food Court
    - Corky & Lenny's, B-Spot
  - Feature bar
  - Stage Bar
- VIP Lounge
- Dedicated Valet & Parking



# WHY WAS THE OUTCOME DIFFERENT?

Didn't run campaign  
at 30,000 feet?

# BELIEVED WE COULD EFFECT THE OUTCOME

**Jobs**

*Urban  
Core*

**Tourism**

**Economic  
Investment**



**You'll see it when you believe it.**

Do you believe it? Then you can make it happen. It doesn't work the other way around. Affect the outcome. It changes your actions.



# GRASS ROOTS EFFORT



# INCLUSION: COMMON EXCUSES

- “Contractors are too small”
- “Project is too big”
- “Can’t get bonded”
- “Don’t have financial wherewithal”
- “It costs more”



# HOW TO MAXIMIZE DIVERSITY & INCLUSION

- Outreach
- Utilize local resources
- Subcontractor Mentoring
- Youth Mentoring

# OUTREACH

- Make The Community Aware Of Project
- Have Events – Mixers for trades, suppliers and subcontractors to engage one another
- Encourage Partnerships

# LOCAL RESOURCES

- Minority Business Solutions
- Cleveland Office of Equal Opportunity
- GCP Office of Economic Inclusion
- Civic Organizations
- Trade Organizations



# SUBCONTRACTOR MENTORING

- Project Scheduling
- Project Bidding/Estimating
- BIM (Building Information Modeling)
- Project Safety

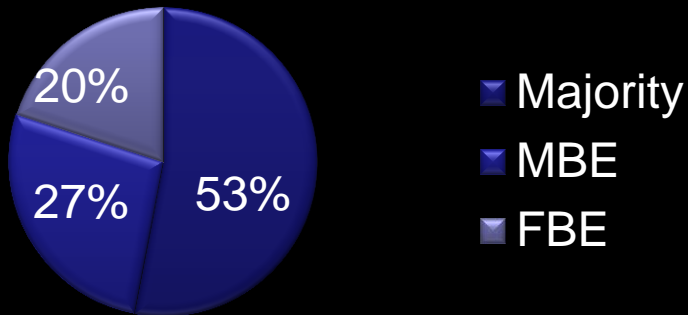
# YOUTH MENTORING



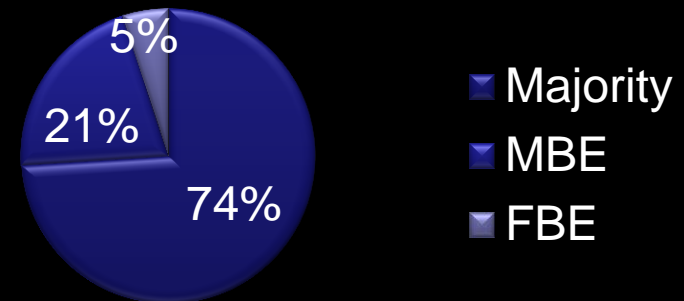
# CONSTRUCTION: EI HIGHLIGHTS

✓ 47% awarded MBE/WBE

**Total Contracts**  
**\$100.5 Million**



**Workforce Diversity**  
**388,513 hours**





# OPERATIONS: EI HIGHLIGHTS

## **Local Workforce**

- 90% from MSA

- ✓ Forged Relationships with Local Organizations for Recruiting Events and Job Expectations

## **Local Vendor Opportunities**

- RFPs Online at [HorseshoeCleveland.com](http://HorseshoeCleveland.com)



# BEST PRACTICES

- Require contractors to have a minimum of 20% inclusion as part of RFP process
- Break project down into smaller digestible parts
- Put together a point system by which the contractors will be evaluated and contract awarded
- Leverage the project



# ACCOUNTABILITY

- Ownership/Project Leadership-driven
- Accurate monitoring by 3<sup>rd</sup> party MBE consultants to validate numbers and workforce
- Requirements documented in all contracts







# OUR ISM...



**Numbers and money follow; they do not lead.**

Don't chase money. Chase the skills that will make you great at what you are doing or what you are building. Become an expert. Become the best. Pursue your vision with uncompromising passion, and numbers and money will follow you. Chasing numbers and money first will leave you chasing your tail.



# OUR ISMS...



## Innovation is rewarded. Execution is worshipped.

Ideas and innovation are fundamental to who we are. We encourage them. We love them. But ideas alone don't mean much. **It takes both ideas and execution to make things happen.** Great ideas are huge and they get you to the 50-yard line. Outstanding execution gets you in the end zone.

# OUR ISMS...



## Do the right thing.

The high road is not a shortcut. Stick to the highest standard of integrity, without compromise. Character is what you do when no one is looking over your shoulder! Doing the wrong thing is never worth it. Remember, eventually three things always come out: The Sun, The Moon, and The Truth.